

~~CONFIDENTIAL~~

CIA CAREER COUNCIL

27th Meeting

24 May 1956

DCI Conference Room  
Administration Building

Present

Harrison G. Reynolds  
D/Pers, Chairman

Matthew Baird  
DTR, Member

Richard Helms  
COP-DD/P, Alternate for DD/P, Member

Lyman B. Kirkpatrick  
IG, Member

25X1A9A H. Gates Lloyd  
ADD/S, Alternate for DD/S, Member

[Redacted]  
D/CO, Member

[Redacted]  
A/DD/I, Alternate for DD/I, Member

[Redacted]  
Executive Secretary

[Redacted]  
Reporter

25X1A9A

25X1A9A

25X1A9A

GUESTS

25X1A9A Ashcraft, Edwin M.

[Redacted]

25X1A9A

[Redacted]

25X1A9A

Carey, George G.

[Redacted]

25X1A9A

Edwards, Sheffield

[Redacted]

25X1A9A

Garrison, James A.

[Redacted]

25X1A9A

Guthe, Otto E.

[Redacted]

[Redacted]

25X1A9A

Karamessines, T. H.  
Kent, Sherman

[Redacted]

25X1A9A

Saunders, Edward R.

25X1A9A

[Redacted]  
Sheldon, Huntington

25X1A9A

[Redacted]

Tietjen, John R.

25X1A9A

[Redacted]

Warner, John

DOCUMENT NO. [Redacted]  
NO CHANGE IN CLASS. ☐  
☐ DECLASSIFIED  
CLASS. CHANGED BY TS S [Redacted] 25X1  
NEXT REVIEW DATE: 2011  
AUTH: HR 10-2  
DATE 2/06/81 REVIEWER: [Redacted]

~~CONFIDENTIAL~~

I-N-D-E-X

		<u>Page</u>	
Introduction	Mr. Reynolds	1	
The Need, Purpose, Theory and Practice of Career Planning in the Agency	Mr. Kirkpatrick	2	
Flow Chart, Roles and Responsibilities of the Various Elements of the Agency	Mr. <input type="text"/>	5	25X1A9A
Career Planning in the Communications Career Service	Gen. <input type="text"/>	7	25X1A9A
Career Planning in the Foreign Intelligence Career Service	Mr. <input type="text"/>	8	
Career Planning in the Current Intelligence Career Service	Mr. <input type="text"/>	12	25X1A9A
Career Planning in the Training Career Service	Mr. Baird	15	
Career Planning in the Central Reference Career Service	Col. <input type="text"/>	17	25X1A9A
General Discussion		18	
Adjournment		20	

~~SECRET~~

. . . . The 27th meeting of the CIA Career Council convened at 4:00 p.m., 24 May 1956, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds, Director of Personnel, presiding. The Heads of Career Services and Operating Officials were guests at this special meeting . . . .

MR. REYNOLDS: The meeting will please come to order.

We will dispense with the usual reading of the minutes of the previous meeting and will proceed to the business of this special meeting.

The Career Council has invited you here today, and it is nice you could come, because we need your help in these matters. We are going to discuss an Agency-wide career planning program which was first introduced on the 26th of January when Mr. Kirkpatrick suggested that the Council receive a presentation analyzing what is being done in the various components on the subject of career planning, and that the Council take a careful look at it and decide if enough is being done or if further steps should be taken to improve career management in the Agency.

The Council requested the Heads of Career Services to submit information on the policies and accomplishments in regard to career planning for individuals in their respective Career Services. These reports were submitted to the Council and all members of the Council were very much pleased because a great deal more had been done along these lines than had been expected, and some offices were doing a particularly outstanding job in their career planning for their people. These reports also included valuable comments and suggestions so that the Office of Personnel could carry on its work more efficiently.

We then scheduled for ourselves a series of meetings to discuss an Agency-wide program. As a result of these discussions, we have come up with some proposed basic principles and procedures which we wish to discuss today. We need your opinions, suggestions and criticisms. So please feel free to express what you think. As this meeting is informal I would suggest that you please identify yourself to the reporter, and interrupt a speaker if you have a question - rather than wait for a question-and-answer period - because we try to get these meetings over promptly in one hour.

Some of the questions that we should answer at this meeting are:

- (1) Is there a need for career planning in all the Services?
- (2) Do we want a uniform system?
- (3) Are the policies and procedures proposed in this Staff Study sound, and will they meet the needs of your Service?

~~SECRET~~  
~~CONFIDENTIAL~~

During my absence this winter, Mr. Kirkpatrick, the Inspector General, presided as Chairman of the Council, and most of this work was done during his chairmanship. I am going to ask him, therefore, to please head this off, on the need, purpose, theory and practice of career planning in the Agency.

MR. KIRKPATRICK: Thank you, Harry.

When I looked at that assigned agenda and saw the title that I was supposed to speak about, the principal question that came to my mind was what all these others were going to talk about when I had finished!

A little background is important to help you understand the philosophy the Council has fought over for a period of weeks, starting out with the subject of career planning and ending up with what is called a "Career Preference Outline." I think that particular change is very significant in itself.

The key to any successful organization, to my mind, regardless of whether it is an automobile manufacturer or an Army or a football team or an intelligence organization, is having the right man in the right place at the right time. I think it goes without saying that in the automobile industry you wouldn't have a public relations officer on the assembly line or a mechanic in your public relations office, and neither on the football team would you have a quarterback playing guard or a guard playing tackle. In an intelligence organization we trust you would not have a highly qualified researcher in economics handling an agent in Berlin, or a Chinese-speaking case officer in the Industrial Registry.

Now this Agency, in my mind, has gone through three periods of development which fit rather neatly into specific periods of time. Between 1946 and 1950 the Agency was in the process of development and organization. Missions and functions were worked out in the intelligence community. It was a period of growth. It was a period of trial and error. The period of 1950 to 1953 was one in which we were in a wartime emergency situation. We were required to recruit at great rapidity, to absorb personnel as quickly as we could, and to try to accomplish the impossible. From 1953 on we have been in a period of relative stability, in which the Agency has established for itself a ceiling both as far as the finances are concerned and as far as personnel are concerned. Now the establishment of a ceiling for personnel by its very nature has placed a new premium on personnel management in the Agency, and by "personnel management" I not only mean the recruiting, the placement, the training, the reassignment, the promotion, etc., of individuals, but also the vitally important work of the supervisor in acquiring knowledge, which only supervisors can

acquire, of the individuals' capabilities and potentialities for future use in the Agency. And this is the question and what we are talking about today on the subject of career planning.

Perhaps it would be most useful to start off by telling you what we DON'T mean by career planning. Now I think it's part of the great American ideology that every mother thinks her son can grow up to be President and her daughter a leader among women, but it's a simple fact of life that some men are qualified to be President while others are probably not qualified for more than their chauffeurs; and some women may well go up the professional ladder to a high estate, but others are not qualified to go much further than file clerks or typists. This is a very important aspect for the sound management of any organization, and one it is extremely important that we recognize. To use a case in point, every month the Personnel Office prepares a book of the separation interviews with the employees leaving the Agency, and every month you will find that a very large proportion of that book deals with the separation reports of girls that are leaving the Agency either for matrimony or motherhood. There is a large proportion of these. Now career planning obviously does not apply here.

As a second example that career planning will apply to a very limited degree to a great number of persons in the Agency, if somebody is qualified by training and nature and aptitude, and likes economic research, obviously it's not to the best interest of the Agency to suddenly switch him to something completely contrary. An auditor is another example of a career which is in a fairly narrow line. A supply specialist is a third. And you could go on down a very long list of classifications of jobs in the Agency and find that, generally speaking, many of the careers will be fairly narrow. Now this is not to say that these will not involve overseas service for many of these people, and training for many of these people, but with those particular qualifications you have a large segment of careers within the Agency that are very narrow in nature.

Now the very important group that we want to deal with in career planning and in career preference is a double group which the Agency must comprehend and must deal with at a very early date. The first group is the most important - the potential executives and that group of individuals that are qualified to move into more senior positions and who by nature of their abilities should have careers shaped for them which will enable them to move into other parts of the Agency to broaden their career, to acquire greater knowledge of the basic facts of

~~CONFIDENTIAL~~

the Agency. We should recognize, however, that there are few really qualified for executive positions, and we should not try to push a large number into executive-type training, because although many may assume that they are qualified to be executives, in actuality there are few who are really capable of that. We should also recognize that it is absolutely essential in this Career Preference Outline that the individual be frankly and fully advised as to whether he has hopes and expectations far above his actual potential. If this is not done, the system itself will be not only dangerous but potentially a failure.

Now the second large group of individuals within the Agency that it is equally important that we deal with promptly and work out outlines for career development is the excellent group of junior officers that are coming into the Agency through the Junior Officer Trainee Program, and who are all chosen from college graduates because they look like potential executives, and because they have broad and highly qualified backgrounds, and it is important that the careers for these people be developed.

You will note, if you have read the Staff Study which was prepared and looked at the Career Preference Outline, that we have selected a grade group with which to start. This should not preclude those offices which can do it from attempting to work other Career Outlines into the program.

I'd like to conclude with just four simple statements of what the Career Preference Outline is, prefacing that by the statement that we ended up calling this a "Career Preference Outline" rather than a "career plan" so that there would be no implication of any obligation on the part of the Agency that because an individual indicated what his career was to be, the Agency would necessarily fulfill it exactly as he wished it. I think it is most important that all members of the Career Staff recognize this, because I think a fundamental key to the success of this Agency is to maintain a flexibility in the utilization of its personnel, and we must maintain that not only for use in emergencies but also to make sure that everybody is put in the job for which they are best qualified. So I would say that you should look on the Career Preference Outline as: (1) a statement by the individual of what his preference would be as to a career; (2) a tool for the Career Service Board and the supervisors to use in working out a general, long-term plan for the use of the individual; (3) an indication to the Agency at the top level of the Personnel Office and the Career Service Boards of the manpower potential that we have and the abilities that these people have; and, finally, an

assurance to the individuals that their careers will be given due consideration and will be worked out as best can be done. I think the true criteria for a successful career program is to see that every individual in the Agency is used where he is most qualified, where the Agency benefits most by his use, and where the individual is happiest.

MR. REYNOLDS: Thank you, Kirk.

We have a minute for any questions you want to ask, but I would rather wait until a little later when the other office plans come out, and then I think you may have some questions to ask Kirk.

25X1A9A Mr. [ ] who is the Executive Director of the Career Council and the Deputy Director of Personnel for Planning and Development, will explain this chart to you. It is not as obscure as the one I once had on a platform, as some of you will remember. Go ahead, Rud.

25X1A9A MR. [ ] My remarks will be quite brief. Before I explain this chart

25X1 I'd like to read from Regulation [ ] We aren't bound by regulations, but we have written this regulation and until it is changed we can consider ourselves responsive to it. This regulation places responsibility upon the Heads of Career Services [reading from Staff Study] "to plan the utilization and development of members of their Service, including their training, assignment, rotation, and advancement; and to plan the rotation and reassignment of members of their Service so as to enable the Career Service to meet long-range personnel requirements through orderly processes."

This chart is a schematic representation of this Staff Study, in a sense, and from this line up [indicating] all the responsibilities are with the Career Service and with the Operating Officials. In other words, it is the responsibility of the Head of the Career Service to initiate the career planning exercise for the individual; and he decides who should be brought into the career planning exercise, how it should be done, and with whom the individual will counsel.

Before I go any further with the chart, however, I'd like to say that the Career Council has devised this system after receiving the reports of all the Heads of Career Services - which Mr. Reynolds mentioned - to provide whatever flexibility is needed within a particular Service. The Council believes that this system as proposed provides the necessary flexibility, and that is why the responsibility rests with the Head of the Career Service - he initiates this and he sends

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

it to the person for whom career planning has been brought to the front of the stove, as it were, and this person can expect to receive counseling from whomsoever the Head of the Career Service directs - in our schematic representation here, the training officer, the career management officer, and the supervisor. And those individuals, presumably at the direction of the Head of the Career Service, are responsible for counseling the employee on how to prepare his plan, what might be in store for him, and what sort of things his capabilities will permit him to anticipate.

The individual states his preferences in Part I of the Career Preference Outline, and this red line here [indicating on chart] from the Head of the Career Service through Part I goes to the individual who is working on Part I. Part II does not go to the individual but goes around the individual to the supervisor. Part II is that part of the Career Preference Outline which permits the supervisor to register his comments - his response to the stated preferences of the individual. Both Parts I and II go to the Career Service, where the Career Board or Career Panel, or whatever it is called in the particular Service - review it, study it, and decide what is practical and feasible, the timing of it, and to what extent the individual will be counseled as to the practicability and feasibility of his desires. The original or the copy of it - it makes no difference which one - is kept by the Career Service - which is what this file cabinet typifies on this chart; in other words, each Career Service keeps a file and a register of the career plans of the persons for whom Career Preference Outlines have been prepared in that Career Service.

Now this blue line on the chart does not mean the form itself but information and advice back to the Head of the Career Service, because you will remember that the Boards and Panels are advisory to the Head of the Career Service. So the Head of the Career Service receives his advice - on the basis of this individual's plan - from this Board or Panel.

When completed this Career Preference Outline is sent to the Office of Personnel. The Office of Personnel does not come into this until after the completion of the Career Preference Outline. The Office of Personnel ensures this Career Preference Outline is filed, this being an official document at this point, because, as you know, there are various regulations which provide that official documents with respect to people shall be filed and safeguarded by the Office of Personnel in the Official Personnel Folder. And on its way through the Office of

~~CONFIDENTIAL~~



Personnel in this process, data can be taken off in response to the needs of the Agency, so that when the Head of a Career Service or when the Director of Training, for example, or when the Director or the Inspector General, or whoever is authorized, makes a request with respect to a long-range requirement - to take a theoretical case: what is the capacity of the Agency to initiate a particular project within the next two years - then, on the basis of these things the Office of Personnel through a machine records device can answer these requirements.

MR. REYNOLDS: Thank you, Rud.

25X1A9A

[ ] would you be good enough to tell the guests here about the career planning in your Communications Career Service?

25X1A9A

[ ] Well, I think it's relatively simple because of our distinct categories of individuals: radio operators, communicators, engineers, technical personnel, etc. It's done in three steps: the expressed desire of the individual, the comments and recommendations of his supervisors all the way up through the chain, and the action of the Career Service Board. The strength of the

25X9A2

Office is about [ ] of which about five-eighths are overseas. Six months before their tour is up the people overseas fill out what we call a "Home Leave & Re-assignment Request", which is substantially the same as this Career Preference Outline. It contains a statement of "What I have been doing" and "what I want to do."

25X9A2

Also, it contains the comments of the supervisor as to how well the individual has done it, and what he thinks the individual is qualified for. That comes back and is considered by the division or the staff that has responsibility for the individual. All of these [ ] people are the responsibility of one of the staffs or divisions to consider their rotation, promotion, assignment and training. Each of them, then, has a parent component in the Office. The radio operator is the responsibility of the Operations and Training Division, and when his Home Leave and Reassignment Request comes in it is considered in that particular Division, and recommendations are made to the Career Service Board as to what the individual will do after he comes back from overseas.

The Career Service Board meets twice a week - two afternoons a week - to consider rotations, promotions, assignments and training.

Now it is almost impossible to plan a career for the junior members of the Office more than one tour in advance. Things change so much that it is not possible to do much more than that. But out of those juniors pretty soon people begin to stand out as potential communication officers, and people with great

~~SECRET~~ ~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

potential. These are earmarked in the minds of their supervisor, and also in their records, and to them go more rapid promotions and assignments of greater responsibility. Every individual is considered - no one is missed, including the clerical. And each of these divisions and staffs have their own junior career development.

The introduction of this Career Preference Outline will enhance this because it contains more information than our Home Leave & Reassignment Request, which comes only from overseas because the people at home are counseled by their supervisors and their statements of preferences are actually made verbally to their supervisors.

I think that is it, in a nutshell.

25X9A2 MR. REYNOLDS: Thank you, sir. Does anyone have a question for General

[ ] [No response.]

25X1A9A I will now ask Mr. [ ] to describe the career planning in his FI Career Service.

25X1A9A MR. [ ] Well, Harry, ours is essentially the system that Rud pointed out, with one or two differences in emphasis. The principal difference in emphasis that we have is that we start out by building up the group of people who will manage the Career Service in the FI system, and I believe this is true in

25X1A9A [ ] system, too. We have a group of consultants whom we brief to work on career planning, and they carry most of the work in this system of ours. Now

25X1A9A this group of people, such as [ ]

25X1A9A [ ] - people with years of service in the intelligence business and who know what is required of an intelligence officer, are, in other words, the backbone of this system. And I have met with the FI groups and this is the picture [indicating on chart] of me talking to them and giving them a little briefing. So that is the basis upon which we work. We have operated under the same grade classifications, the 11's and 12's, and we make our selection of people to be briefed from the machine listings. We start out with people who are in the United States because we consider that trying to transfer this system overseas and brief all the station chiefs and get their participation would be almost impossible. We also feel that people don't need a career plan very often. They need one that will last them about five years, and if we get around to it within two or three years we are quite satisfied.

So we pick our people while they are here either on PCS or on temporary duty, and that man is then notified, and then we get a group of them in

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

and they are briefed as to what they are expected to do. Our system, then, starts out with the man drafting his own idea of a plan. The man is this little fellow in blue on this chart - or some strange color. He drafts his own plan, with the assistance of his supervisor. This plan is then passed from the Panel of Consultants, which is much larger than the names I just listed, to a small group of consultants who will work on this one plan. They then pass the plan around among themselves. Then we hold a meeting at which John Doe is present, which is attended by the senior consultants, the career management officer, the administrative officer and our training officer, and we end up with a single plan.

There is one significant difference between our plan and the one that Rud proposed - and one that I would recommend - and that is that we end up with one piece of paper rather than two, because I think if you have arrived at a decision and decided that it is going to be this way then it's most essential that the man know what the plan is and that his plan not be there in the book face to face with somebody else's idea about it. So when we cut the plan back to fit the man's capabilities--which we do, recognizing the points that Lyman Kirkpatrick made-- he is then notified that he is not going to do this, that, or the other, and that he will have to be satisfied with what we think is best for him.

As far as the other principles that are set forth in the Staff Study are concerned, we go along with them and have applied them. We don't consider that these plans in any sense represent a commitment on the part of the Service to send a man to school or give him a particular overseas assignment or a particular staff assignment. They are basically suggestive, and are used whenever personnel actions come up as guidance to our own Career Panel.

MR. REYNOLDS: You show this plan to the man, do you,

25X1

25X1A9A

MR.  Yes. He knows what comes out of the mill, and it is greatly altered in many cases from what he would come forth with himself.

I might say that so far the chief benefits we have found have been that we have been able to stimulate ambition on the part of certain people who otherwise would sit around. Secondly, I think the people who have attended these meetings - the individuals themselves - have reacted very well. They are greatly pleased that they are called in, and that their own career problems and ambitions are reviewed by people who are acknowledged to be senior and capable in our business.

We have one little chart here which is just to remind you of the facts of life. These are the stumbling blocks to career planning: shortage of

~~CONFIDENTIAL~~

personnel, surplus people, different requirements for headquarters and the field, desire for rotation on the part of people who shouldn't rotate, requirements for training when you don't have time for training, field emergencies, and shifting requirements. So no plan that includes as many people as we have, could be anything near ideal. All we have to do is to encourage them to come along.

25X1A9A MR. REYNOLDS: Any questions of Mr. [ ] - because this plan of his is in operation and working very well, indeed, and this Career Council must decide whether his one sheet of paper or our proposed two sheets of paper is the best.

25X1A9A MR. [ ] Harry, the system that we use was deliberately designed to be substantially the same as the FI. There really isn't any difference in our systems, and I think they're running along very well. I think the philosophy that

25X1 [ ] has outlined here is a good and humane and workable philosophy. It is a bit slow going but I concede it is better to do it slow and right than to do it fast and take some unpleasant consequences as a result.

I do like the idea of the "Career Preference" terminology, as distinguished from the "career plan" terminology. It's much more fitted to the facts of life. And I would like, particularly on my own part, to endorse Gordon's view that this should all be on one piece of paper, and that everything that is in the career plan, including - and especially including the comments of the supervisor - be known to the poor guy whose career is being planned. And we have opportunity in our new style Fitness Report for supervisors to say whatever it is they want to say about people. But I think for the purpose of career planning what the supervisor has to say is of great legitimate interest to the subject of the plan.

25X1A9A

MR. REYNOLDS: Are there any other questions of Mr. [ ]

MR. SAUNDERS: How many people does it require to do this?

25X1A9A MR. [ ] We're up to about 35 consultants, aren't we, Bob?

MR. [ ] We have a total of 62 of the senior FI division and staff officers.

MR. SAUNDERS: They are employed on it part-time?

25X1A9A MR. [ ] On call.

MR. SAUNDERS: How many does it take to really write up these plans and keep a record of them, and change them constantly, etc.? How many people do you have doing that?

25X1A9A

MR. [ ] Three.

25X1A9A

25X1A9A

MR. SAUNDERS: [ ] how many do you have?

[ ] One full time - a clerk.

25X1A9A MR. [ ] And the three people we have, have other duties.

MR. SAUNDERS: That is in addition to your training officer and your career management officer?

25X1A9A MR. [ ]: The three people consist of the career management assistant, the career management officer, who is also the Personnel Officer of the Division, and a clerk. We only have three people from the Personnel Division in a whole staff of some [ ] people.

25X9A2

MR. CAREY: How much time do they spend with your people?

25X1A9A MR. [ ] Up to a couple of hours. We have slicked it down a good deal since we got started with this group briefing. We found we can consolidate some things and speed it along.

MR. CAREY: But your group couldn't discuss plans with more than one at a time.

25X1A9A MR. [ ]: No, but the group will sometimes take several in succession.

25X1A9A MR. [ ] Each Monday afternoon we take four plans and that usually involves two sets of three consultants each. We try not to take too much time of a consultant because of his duties on other activities.

MR. REYNOLDS: A rough rule of thumb which we have drawn up on the time, Ed, is two man-days per man per year on a Career Preference Outline. That is roughly it. It's awfully hard to figure, but that is as far as we could figure it.

DR. KENT: Have any of these plans been long enough on paper to become acted on? And, if so, what percent turn out to be wisely chosen and what percent come to naught because of the stumbling blocks which Mr. [ ] mentioned?

25X1

25X1A9A

[ ] That is a hard question to answer because it varies so much. You have a plan for a man to go to a station in South America, but the priority is such that he is wanted for the Middle East, so he goes to the Middle East and not to Latin America. When you get higher up into GS-11's and above - if DD/P doesn't throw us a sudden project that calls for a change - the plans are almost all fulfilled.

MR. BAIRD: I can answer that question specifically. We are now reviewing the 1955 plans - the second year, and in 1955 we implemented the agreed upon

plan for individuals for 79% of the agreement, in spite of the ceiling in the summer and fall of 1955.

MR. REYNOLDS: Any further questions? [No response.]

If not, I'd like to ask Mr. Sheldon if he will give us a description of the career planning in the Office of Current Intelligence.

MR. SHELDON: About a year and a half ago we put a plan into effect on what I would describe as a "miniature" basis, very comparable to the plan that is proposed to the Career Council at this time. Now we put it in first on a voluntary basis. We asked everybody in the Office if they would put down on paper what their short-term, medium-term and long-range wishes were. As a result of that we got 80 pieces of paper out of approximately  people on duty. We find 25X9A2 on a continuing basis that that is about the numbers of pieces of paper that we continuously have under review. In other words, more stimulation is required, and a formal procedure is required, such as is now contemplated, to bring more people into the career planning arena. As a result of our having started this, in a year and a half we have taken action on 68 of the files presented to us.

Now I am not going to suggest for a minute that the procedure is successful. There is an impression I would get from listening to the other presentations that the whole program works very well. Personally, as far as our experiment is concerned, I don't believe it has worked at all satisfactorily because we still have to negotiate individually on every single change of assignment, every rotation, every particular piece of training that is proposed by the individual and that is valid and worth negotiating on. What I mean is that no system has as yet been tried within the Agency as a whole which breaks down the barriers which exist between the various components of the Agency as far as moving people from one place to another is concerned, and I'm not at all certain that the overall program proposed will be effective in that field either. I think it's well worth trying. I'm not at all certain that we don't have to do a lot of other things before we are going to reasonably satisfy the expectations at least of worthy people in the Agency. There is not one single case out of the 68 that we have brought about, that was brought about through what I would call "official channels." And I think that is a commentary on the overall set-up.

Now I don't have any panaceas to suggest. I think when we all face the basic rigidity of the pseudo-Civil Service system, we are going to continuously run up against problems of who can fit into what slot, etc. And I have spoken at

~~CONFIDENTIAL~~

length to Rud and others on that problem, and until we get greater flexibility in placing people in other parts of the Agency, without the narrow restrictions that are imposed on us on job descriptions and actual slottings, I don't think we will ever successfully have a decent moving and well oiled Career Service machine.

MR. REYNOLDS: Any comment or questions?

25X1A9A

Isn't that the philosophy that was used, and isn't the philosophy put forth in this Staff Study slightly different in that you now consider internal training, and on-the-job training, and internal rotation, etc., as part of the career development?

MR. KIRKPATRICK: Well, I think, Jean, that there was originally a philosophy abroad in the Agency on the subject of rotation which would have had more whirling dervishes involved, and I think what  is getting at is how does somebody in OCI who would like overseas service with the DD/P accomplish that by filling out a Career Preference Outline. 25X1

MR. SHELDON: You won't accomplish it that way.

MR. KIRKPATRICK: You won't accomplish it but at least you take the first step: you let it be known that is what you would desire. The mechanics have not been explained in detail here, how the OCI Board or the DD/I Career Service Board will pass it to the DD/P Board to see if the potentiality exists, but I think that mechanism can be worked out.

MR. SHELDON: I think it's available to work it out but it isn't working. In other words, there should be exchanges of lists and careful study given to sort of a broker's market - the buying and selling of bodies.

MR. KIRKPATRICK: I think it's a mechanic which can be accomplished but it can't be done quickly or easily. You can't maintain compartmentation and at the same time have widespread rotation - they are inconsistent. It's something we are on the road for but I wouldn't hold the hope out to your people that overnight they're going to be moving into the overseas areas by any larger numbers than maybe one or two a year.

MR. SHELDON: We made that very plain to them, that that is not really one of the things they could set their hearts on. It just isn't going to work that way. But there are various areas where I think that might be worked out.

MR. REYNOLDS: Any further questions of Mr. Sheldon?

MR. SHELDON: I might add just one thing, and that is were there any DD/I vote to be added to the table today, it would be in accord with the objectives

~~CONFIDENTIAL~~

~~SECRET~~

which are set forth in the Staff Study. I was simply taking advantage of this forum to voice a few little reservations.

25X1A9A MR. REYNOLDS: Yes, Mr.

25X1A9A MR. : Would it be possible after this is in effect to get a machine run of those people who are in offices not offering overseas opportunities but who would be interested in transferring to an office offering overseas assignment opportunities? And if we got such a list of people, would we be going through the Career Service Boards or would we be going through command channels to have those people released to us at least for an interview.

MR. REYNOLDS: To answer your first question, our machine run is not Agency wide. In the future it may well be, because we're trying to add to our machine checks now.

25X1A9A MR.  The mechanics are available. It's only a question of agreement of authority as to what extent that can be done. But it's perfectly possible to do it, from a mechanical point of view.

MR. REYNOLDS: To the second question I would say it's a combination of both command channels and Career Service channels. The command channels certainly would have to approve a request.

MR.  So far we have been completely stymied by command channels.

25X1A9A MR.  On the matter of overseas service, at least in the Clandestine Services, it is certainly my impression that we can usually manage with quite young people if they want to start out and learn a language and then go overseas and do the business. But we have an increasingly difficult time as the years go by, and for a person age 30 it's a little bit tougher than for someone who is 25, and at 35 and 40 it's almost impossible for us to place our own people overseas, unless they have had sound experience and learned the game by that time.

25X1 There are, however,  as you know, a number of posts that might be managed by such people, but it isn't anything that would call for a machine run to give you that information.

MR. SHELDON: It will still remain on a negotiated basis.

25X1A9A MR.  An awful lot of this negotiation is private enterprise. People who sit in your area desks get in touch with our area desk and they make these little "deals", and the first thing you know about it is that your guy is gone and we have a new fellow who just popped up on our side, and that is the first we know about it.

~~SECRET~~ ~~CONFIDENTIAL~~



~~SECRET~~

MR. SHELDON: I have statistics on that. [Laughter]

MR. REYNOLDS: There is one place that hears about it even later than that, and that is the Personnel Office. They don't ever hear about it.

Any further questions? [No response.]

Mr. Baird, will you tell us about the Training Career Service?

MR. BAIRD: Well, Harry, I will try to touch only on those things not already covered. Our system is relatively the same as those announced. I do feel there is a most important by-product of what I still like to call a "career development plan," and that is to use this whole system as a tool of supervisory management. And I strongly endorse, and will certainly continue to do so in my Office unless I'm ordered otherwise, that the plan be shown to the individual, because we have found that this is one of the most useful tools we have ever been able to devise in the Office, and until this was instituted we had supervisors that actually never discussed the development of their employees with their employees. And it is most important that the plan get right back through the same channels that it went up: supervisor to division chief to career management to the Career Service Board, and right down through the same channels. I think we will find it, as I say, a most useful by-product.

We also stress, three or four times in the plan, that the individual's plan has a number three priority. I think you have to keep hammering on that, that the first priority is the needs of the Agency, the second priority is the demands the Agency makes on the Office of Training, and the individual has the third priority.

I admit, also, that there is considerable selfishness on my part on the career development plans of the individuals in the Office of Training who have an OTR Career Designation. I would like to find good people for use in the Agency because it's to my advantage to have somebody near the DCI or the DD/S or the DD/P who has been in the Office of Training at some time, and who is still friendly with the Office of Training. Also, the career development of the individual is to make the Office of Training a better Office. I have no other desire on the part of OTR designees than to make them better instructors. These plans are for the instructors who wish to make their contribution over the long haul to the Agency or the Government by teaching, and the whole development of those teachers is to make them better teachers, and the large numbers of people who support the teachers - on the same basis.

~~CONFIDENTIAL~~

~~SECRET~~

Now I have in my Office of Training career development system a very difficult problem. The only way that I can make better teachers in the Operations School is to have them take periodic assignments in the DD/P area or the DD/I area, and, to a lesser extent, the DD/S area. I will not allow a man to teach and teach and teach, if it's humanly possible to get him out of the Office. I want him out of the Office of Training once in five years, and preferably twice, and in a ten-year period he should have an overseas assignment in the DD/P and a headquarters assignment with the DD/P, for the large majority of them. That is most difficult to do because it requires that I have replacements while they are doing it. I also call your attention to the fact that anything like this ceiling on positions is a blow below the belt at career development. It's almost impossible to "career develop" your people and at the same time expect them to be productive.

I think that is all I have to add.

MR. REYNOLDS: Any questions?

MR. KIRKPATRICK: I don't understand Mr. Baird's last statement. Could you amplify on it? Why is it impossible to make somebody "productive" while his career is being developed?

MR. BAIRD: I am talking about the production of the Office that I have responsibility for. The most important career development aspect of any instructor, particularly in the Operations School or for the DD/P, is to have him take periodic assignments within the DD/P. But while he has an assignment within the DD/P he is not producing for the Office of Training.

MR. REYNOLDS: Have you any thoughts about the two pieces of paper as against one piece of paper?

MR. BAIRD: I again endorse the one piece of paper. We have been able to carry it out for the past 18 months with one piece of paper.

25X1A9A  Just speaking from the pure mechanics of it - he has to go look up a regulation to see how it is done. Actually, in my Office there is no single piece of paper - it's a dossier on the individual that is built up over a period of time, and that is always available to the Career Service Board when a rotation, promotion or reassignment action takes place. You can show one piece of paper to an individual when a plan is disclosed to him by his supervisor and discussed and modified, not on a certain time basis but whenever it comes up. The only reason I can see for the two pieces of paper is because the instructions

~~SECRET~~

can be on the back of the form for the individual as to how to fill it out.

25X1A9A

MR. REYNOLDS: , will you describe the planning in the Central Reference Career Service?

25X1A9A

Yes, sir.

The time is running short so I will just give a brief outline. I think unknowingly we have subscribed to the philosophy of this recent Staff Study, without having formalized it all the way by having a piece of paper in advance. For instance, we have 24 10-year plans in effect. Some of them have been partially executed. We have had three people on the Junior Career Development Program - one of them is overseas, one of them resigned, and one of them is awaiting assignment. We have occupied three career development slots. We have had 24 long-term rotation plans. And here is a point that hasn't been brought up, insofar as training is concerned this new program would put it in the future. We haven't done that but in the last fiscal year, for instance, we have had 58% of our people take training which was directly related to their jobs; in other words, the clerks go to typist schools, our IBM people go to IBM schools, and so on down the line. I think that is an important part which this Career Preference Outline will point out, so that you can tell somebody that you intend to send them to an advanced school six months or a year from now.

Another thing that hasn't been brought out, which we have used to great advantage, and I think it's probably just a matter of working out the mechanics, and that is in the filling of vacancies. Last year we filled  vacancies in our <sup>25X9A2</sup> Office from within. To fill those vacancies we actually advertised that the positions were available. We circularize those to the various division chiefs and receive nominations, and then the Career Service Board reviews not only the preference of the individual but the qualifications of the individual, and I think that that does a great deal to further career development of people who are too often stuck in a job that they can't get out of. So I merely offer that as a proposal that might be considered, the "advertising" of positions, the receiving of applications, the reviewing of the applications, and then a Board passing final judgment. Also, we do the same thing when someone wants a release. We do not hold up a release. We advertise that Mr. Smith, with the following qualifications, wants a release, and then we circularize that to see if someone has a job for which he would be suited and which would make him of value to that particular office at that time. Failing in that attempt, then we do grant him a release and send it on over to Personnel.

~~SECRET~~  
~~CONFIDENTIAL~~

~~SECRET~~

Those are just some of the points which I didn't think had been brought up. But all in all we feel that this is a step in the right direction, and we fully subscribe to the philosophy behind this particular Staff Study.

MR. REYNOLDS: Thank you, Jean. Any questions for [ ] 25X1A9A

[No response.]

Is there anyone who feels that there is no necessity for career planning in their own Service or in a Service that they are concerned with? That is one of the principal questions that I read to you when we started this meeting.

DR. KENT: Mr. Chairman, in my small Office I think we can conduct this program just as effectively without the Staff Study, for the kind of planning that I think the Career Council has in mind. I have had many of the same experiences that Mr. Sheldon had, in that we have wanted to get more of our people on overseas assignments than we have been able to, and those we did get on overseas assignments we made those arrangements on a negotiated basis with the DD/P people.

MR. REYNOLDS: I would think that was perfectly valid in the case of ONE, wouldn't you, Kirk?

MR. KIRKPATRICK: Yes.

25X1A9A [ ] I have a similar situation with regard to the auditors. I have a specialist class. We rotate them overseas and I train them in different divisions of my Office, but I don't know where I could put any more career on them than that.

MR. REYNOLDS: I should think that was also valid.

25X1A9A

Yes, [ ]

25X1A9A

[ ] We have a situation that is difficult but I can't exactly evaluate the difficulty and answer your question the way it is put. Our people are specialists. Not all of the people who are in our Staff fall into our career or belong to our career, but those who do belong to our career are all specialists at something or else they're in a specialized type of work where they can't be shifted. For example, you hire a physicist and he wants to practice physics, and it would be highly improbable that you would want to make a chemist out of him or that he would want to practice chemistry. So there's a physicist, and he has chosen that as his profession. We do have rotations but we handle them on a straight management basis, and plan ahead for them, but I don't think it takes a very elaborate mechanism.

MR. REYNOLDS: Mr. Helms, would you have any comment on that?

MR. HELMS: No. I think the subject was well covered this afternoon.

~~SECRET~~~~CONFIDENTIAL~~

~~SECRET~~

[ ] I think our Office, too, is in the same position as 25X1A9A  
[ ] mentioned, that of having largely functional specialists from 25X1A9A  
geographers on down the line. We have a very small group and we handle them  
pretty much on an individual basis. We have no objection to this plan but we can't  
see that it would benefit us.

MR. BAIRD: There is one thing that is inconsistent. It seems to me if  
you make a better geographer or a better physicist that is career development.

MR. REYNOLDS: Have you any feeling on that, Ting?

MR. SHELDON: No, I don't think so. I would reply to [ ] that 25X1A9A  
probably on a negotiated basis there were certain exchanges possible within our  
respective offices and his office and ORR, but those, again, are internal DD/I  
and on a negotiated basis.

MR. REYNOLDS: I think it would be a question that the DD/I would certainly  
want to go into pretty carefully.

MR. SHELDON: What you are saying, in effect, is that to comply with a  
whole series of filling out forms and paperwork isn't necessarily going to help  
his Office do its job any better. Essentially that may be true; however, I don't  
think that he would want to buck against it on the DD/I basis over all. I think  
it's a question of who is going to get ex-benefit or ex-plus-benefit.

MR. KIRKPATRICK: I think the answer to this all is that obviously  
throughout the Agency there are specialist groups on whom there is going to be no  
necessity to go through a lot of unnecessary paperwork. On the other hand, we  
want to maintain a consistent, across-the-board, one Agency system so we have a  
one Agency organization. We are still tugging and hauling a bit among ourselves  
as to whether we are one Agency or an association of allied powers, and I think it's  
to all of our benefit that we be one Agency, still recognizing that we have to have  
the necessary compartmentation for security and operational purposes. But I think  
everything said today is still consistent, and the last thing in the world I think  
anybody in the Career Council wants is to have these outlines become just another  
piece of paper that has to be done on every individual.

MR. REYNOLDS: Absolutely.

Yes, George?

MR. CAREY: I'd like to get clarification on paragraph b.(2) of page 6,  
where you're giving us guidance - that we start off with grades GS-11 and GS-12 of  
members of the Career Staff, while in other parts of the paper you point out that

~~CONFIDENTIAL~~

~~SECRET~~

this is for everybody and not necessarily just the Career Staff members. What I would like to know is once we get through the GS-11's and 12's is it then open to the whole field, whether you are Career Staff or not?

MR. REYNOLDS: Our feeling on that, as I recall it, and Kirk will correct me if I am wrong, because some of this went on when I wasn't here, was that the 11's and 12's were the important segment in the Agency to start with.

MR. KIRKPATRICK: With three years service or more.

MR. CAREY: But after you finish those then it doesn't say--

MR. KIRKPATRICK: Any way you want to do it. We didn't specify, because for some offices it would be better to go up the ladder and for others it would be better to go down.

MR. CAREY: I mean whether they're Career Staff or not.

MR. KIRKPATRICK: I think the answer would be do all your Career Staff first and then do the rest - if you ever get through the Career Staff.

MR. CAREY: It doesn't say "Career Staff" here in this paper.

MR. KIRKPATRICK: The idea would be to do the Career Staff first, because there are too many that fall by the wayside before getting into the Career Staff.

MR. SAUNDERS: In paragraph b.(1) it says: "Heads of Career Services may require Outlines for persons in their Service as considered necessary."

MR. KIRKPATRICK: We just didn't want to make it so tight that it would bind anybody.

MR. REYNOLDS: We believe in the greatest range of elasticity in this that we can possibly get.

Now, gentlemen, we normally close our meetings at the end of an hour. It is now one hour and five minutes, and I'm going to take the first two questions here and assume that they have been answered in the affirmative. Do we want a uniform system? - that is "yes", I would say. Therefore we will proceed to see what we can do about cutting out the second half of this paper. Question 3: Are the policies and procedures proposed in this Staff Study sound, and will they meet the needs of your Services? It seems to be the consensus that the answer to that is "yes." Any dissenting vote on that?

Is there any other question that you would like to ask any of the speakers?

MR. CAREY: I would suggest on the two pieces of paper that the instructions go out and then are thrown away, and the one piece of paper could be filed. That

~~CONFIDENTIAL~~

would take care of [ ] suggestion.

25X1A9A

MR. REYNOLDS: I think we can work that out satisfactorily.

MR. BAIRD: Harry, is it my understanding, then, the individual boards can go ahead with the plans they have developed as long as it is consistent with Agency policy?

MR. REYNOLDS: Quite right.

25X1A9A

MR. [ ]: The forms for this will be available within three weeks.

MR. BAIRD: What do we do about what we have been doing?

MR. REYNOLDS: Go right ahead and substitute as you go along, if it will make it easier to do that.

Any other questions or comments?

25X1A9A

MR. [ ]: Mr. Chairman, I'd like to suggest that this assumption 2.e.

on page 1 is a very important assumption: "Individuals and supervisors will recognize that continuity of career interest and consistently satisfactory performance rather than rotation from area to area or function to function are basic in career progression." I'd like to suggest that this statement be placed on the form as a statement of introduction, or placed with the instructions, so that each individual in filling out this form can read this important assumption.

25X1A9A

MR. REYNOLDS: I think that is a very excellent suggestion, [ ]

and we will see that it is done.

Any further questions? [No response.]

The meeting stands adjourned. Thank you very much, gentlemen, for coming today.

. . . The meeting adjourned at 5:08 p.m. . . .